

**Vacancy Announcement Number: EPA-Exec-2017-0004**  
Senior Executive Service Candidate Development Program  
U.S. Environmental Protection Agency  
14 November 2016

Application of: \_\_\_\_\_

**Resume for DL5306**  
**Support Occupation: Policy and Planning**

**CURRENT CLEARANCE:** Top Secret-SCI

**EDUCATION**

Master of Science in National Security Strategy, 2010

Systems Analysis Certificate Program, 2008

Master of Business Administration (Managerial Control), 1996

Bachelor of Science (Mechanical Systems), 1986

**CORE COMPETENCIES**

**Leader — Innovator — Strategist — Planner — Policy Development**  
**Systems Analyst — Human Resource Manager**

**CIVILIAN EXPERIENCE**

2015 to present

Acting Chief and Deputy Chief, Strategy Development Division

The Joint Staff J-5 Directorate for Plans and Policy

Supervisor: Major General Chris McPadden

GS-15 / 0301

The Pentagon, Washington DC

(703) 697-8114

During which time I've exercised technical and managerial control over efforts and resources of 20+ mid-career, hand-picked officers representing the four Services (Active and Reserve Component), GS-14 DoD civilians, contracted subject-matter experts, and frequent interns. Exercised. I've led development of strategy for the Department of Defense and the Joint Force. Drawing insights from expertise in Operations Research and Systems Analysis, I've refined the way our division approaches the development of strategy, ensuring that the objectives and the relationship to other processes were clearly defined, our methodology carefully designed, and key stakeholders engaged at the appropriate time. I've improved and overseen the development of the POTUS-signed Unified Command Plan, the Chairman-signed National Military Strategy (NMS, which is the new Chairman's cornerstone effort to drive future Joint Force activity and resourcing); the Congressionally-mandated Chairman's Risk Assessment; the DepSecDef-driven DoD Organization and Responsibilities Reform (DORR); the Chairman's Instruction for guiding and implementing the Joint Strategic Planning System; the Joint Force-wide annual Comprehensive Joint Assessment (CJA); and the Chairman's Command and Control (C2) Wargame series; and re-visioned the content and approach to the Joint Strategy Review, which informs Chairman's and J-5 Director's understanding of the global strategic environment. I redesigned the conduct of the Joint Worldwide Planners Seminars (JWPS) and the Joint Strategy Working Groups (JSWG) to engage attendees from the Combatant Commands, Services, OSD, and Joint Staff in discourse that will more productively drive the Joint Force's strategy and planning efforts. The results from the seminars and working groups have advanced the development of plans and strategy and have led to greater collaboration among the

members of the Joint strategy and planning community. The division benefited from my expertise in human resources and contracting, via recruiting and hiring efforts and a re-configuration of our contracting mechanism to better serve our current and near-term programs. I automated many of the division's project management and personnel processes, ensuring that key products were ready on time. I guided leaders in the resolution of sensitive, complex human resource issues and provided execution oversight of the division's contract.

#### 2012 to 2015

Acting Chief and Deputy Chief, Strategic Alignment Division

GS-15 / 0301

The Joint Staff J-5 Directorate for Plans and Policy

The Pentagon, Washington DC

Supervisor: Rear Admiral Ronald Boxall / Colonel Charles Brown

During which time I led the team that coordinated the review process for each of the CCDR's theater and global Posture Plans, detailing the international agreements, overseas facilities, and forces needed to meet SecDef's strategic objectives; I shepherded multiple Overseas Force Structure Changes from all the combatant commands through the interagency review process, ensure commanders had the right forces in the right places at the right time; I re-energized the global Agreements prioritization review with State Department; I crafted, coordinated, and worked to safe-guard national strategic priorities in the SecDef-driven European Infrastructure Consolidation process, resulting in the most significant revision of U.S. array of forces in the European theater in decades; developed Posture-oriented language for incorporation into SecDef's cornerstone document, the Guidance for Employment of the Force (GEF) and Chairman's Congressionally-driven complementary document, the Joint Strategic Capabilities Plan (JSCP); I engaged with the DoD Office of the Inspector General and the Government Accounting Office to develop reports required by SecDef and Congress; assisted SecDef's policy staff on Program and Budget Review issues; I worked with the multiple offices in SecDef's staff to develop and issue new Enduring Location Master List guidance, thus providing much-needed guidance to the combatant commanders for the strategic planning and operational management of overseas bases and facilities; I was co-led with SecDef's policy staff the overseas military construction prioritization process; I ensured the timely delivery of a very complex draft of the Unified Command Plan (UCP) for Chairman's push to SecDef, and coordinated multiple "Tank" engagements with the Joint Chiefs of Staff and the Combatant Commanders. Led the Chairman's effort to develop the global command and control headquarters efficiency study in support of DepSecDef-led Strategic Choices and Management Review, creating, guiding, and reporting the efforts of experts from around the globe. Reinvested in the Joint Staff's civilian staff development via membership in the JS Civilian Awards committee, and creating and providing Joint Strategic Planning System orientation classes for incoming military and civilian.

#### 2006 to 2012

Acting Chief and Deputy Chief, Strategic Integration and Alignment Division

GS-15 / 1515

The Joint Staff J-5 Directorate for Plans and Policy

The Pentagon, Washington DC

Supervisor: Colonel Kenneth Bibb

During which time I led and mentored a hand-picked team of military and contracted assessment experts, sought out customers for the newly created division's products, and managed the support contract. I envisioned and led the development of, fielded, trained, and brought to operational capability the first ever web-based, database-driven, systematic and repeatable data collection effort for the Chairman that involved hundreds of action officers representing all the Services and combatant commands in the form of the annual Comprehensive Joint Assessment (CJA). This program collected data directly from 4-star commanders and their staffs that, when organized, analyzed, and reported provided crucial inputs to more than 12 strategic documents, including the Chairman's Risk Assessment and National Military Strategy. The product highlighted the combatant commanders' emphasis items for opportunity, accomplishment and risk to the Chairman. On behalf of the 3-star Director of the Joint Staff I managed the Joint Staff GS-15/colonel-level team that coordinated, created metrics for, and assessed the implementation of Joint Staff efforts for achieving Chairman's published strategic guidance. I led the information technology team to modify existing software applications to support data collection, consolidation, and visualization of progress. These efforts engaged the entire Joint Staff in an effort to develop long-range plans and identify associated metrics to assist in the assessment of Joint Staff effectiveness in supporting CJCS priorities. I worked closely with Director to ensure satisfaction of chief-of-staff responsibilities, and led the twice-a-month discussion of progress with the other 3-star Directors. I nurtured the development of a data-driven, mathematically-modelled global instability Index by marketing the capability to senior leaders on the Joint Staff, identifying customers and their analytic needs, securing data sources, developing appropriate analytic tools, and developing reporting options. I invested in the institution and my peers by organizing mentoring sessions for all Joint Staff GS-15s, providing the opportunity for senior leaders to shape our next generation of civil servants.

2012 to present (part time)

College of Southern Maryland, Charles County, Maryland  
Adjunct Instructor

During which time I supported the College's Workforce Development program, teaching at three separate campuses. My focus of instruction and curriculum have been on desktop statistical and information management applications to enhance business success. I assessed and developed curriculum, positively and proactively engaged students to enhance their learning experience to best facilitate success upon course completion. I created interesting and dynamic learning experiences to engage the students' multiple learning modes to maximize enthusiasm and retention of material. I anticipated distractions and administrative snags by proactively engaging with College staff to reduce inhibitors to student learning. I followed performance of students after completion to maximize successful application of taught concepts.

## MILITARY EXPERIENCE

2013 - 2016 (Reserve Component)

Reserve Advisor

The Joint Staff J-5 Strategic Plans and Policy Directorate

The Joint Staff, Washington D.C.

Supervisor: Rear Admiral Sean Buck

During which time I recruited, directed, trained, developed, worked to retain and replace the approximately 50 Joint Reservists supporting the Director, Joint Staff J-5 Strategic Plans and Policy. I managed the annual manpower budget and active duty orders coordination and allocation for all five Services. I advised the three-star directorate on all matters of mission utilization of Reserve Component personnel in various forms of activation to support vital political military activities among six regional and three strategic policy directorates, the Director's staff, and Military Secretariat. I acted as a member of the Joint Staff Reserve Personnel Council responsible for guidance and implementation of optimized utilization of Reserve personnel to the Chairman.

2010 to 2013 (Reserve Component)

Political-Military Planner,

Deputy Directorate for Partnership Strategy, J-5

The Joint Staff, Washington D.C.

Supervisor: Colonel William Brandt

During which time I directly supported the Chairman and the J-5 Director, and the Deputy Director for Partnership Strategy (DDPS) and Chief, Stability Operations Division on national security issues involving Stability Operations. I collaborated with other Joint Staff directorates in the development of Adaptive Planning Volumes. I contributed to the Global Theatre Security Cooperation Management Information System (G-TSCMIS) development concept and implementation. I provided military policy advice supporting the Joint Strategic Planning System (JSPS). I provided assessment expertise specific to security cooperation activities as well appropriate for JSPS activities to include the annual Comprehensive Joint Assessment (CJA) supporting CJCS requirements for risk assessment and independent military advice to SECDEF and POTUS.

2006 to 2010 (Reserve Component)

Joint Forces Operations Analyst

J-8 Force Structure, Resources, and Assessment

The Joint Staff, Washington D.C.

Supervisor: Colonel Richard Shelton

During which time I developed and conducted studies and analysis to assess the viability of conventional and transformational forces and the plans described by the National Military Strategy and Strategic Planning Guidance. I combined operational knowledge and experience with operations research methods to evaluate the current and future capabilities for joint and combined forces in a theater-level context. I advise contract staff members on warfighting issues to improve the fidelity and credibility of computer modeling. I reviewed and assessed



the results of other studies and provided recommendations to the J8 general/flag officers. I conducted analysis and studies of warfighting issues to develop operational concepts and recommendations on the future force in coordination with inter-Service and combatant command representatives. I served as LNO to agencies within the J-5 and USG interagency.

2005 to 2006 (Reserve Component)

Strategic Planner

Strategy Analysis and Integration Division, J-5

The Joint Staff, Washington D.C.

Supervisor: Colonel Robert Gass

During which time I provided technical and doctrinal expertise in the area of strategic assessment with respect to the DoD's and InterAgency's (IA's) documented strategies for Iraq, Afghanistan, the War on Terrorism, and other operations. I assisted the J-5 SIAD Chief with the development of assessment programs to guide policy and allocation of resources. I provided the SIAD Chief with expertise to develop and implement analytical methodologies, and select enabling Information Technology (IT) tools, design a suitable IT architecture, and manage the IT acquisition and integration needed to support the assessment process. I developed and implemented a training program to support the production of analytical products. I organized, analyzed, and provided written and verbal assessments of strategic-level execution to assist GO/FO-level decision-making. I liaised with various DoD and the IA offices to consult and build analytical constructs and gather data for exploitation using statistical methods.

2004 to 2005 (Reserve Component)

The Joint Staff, Washington D.C.

Strategic Planner, Deputy Directorate for the War on Terror, J-5

During which time I provided technical and doctrinal expertise in the area of strategic planning with respect to the DoD's prosecution of the GWOT. I provided the Strategic Planning Division Chief with expertise to develop and implement a system for measuring and analyzing the conduct of Joint Staff, COCOM, CSA, and Inter-Agency efforts associated with the GWOT. I assisted the primary Metrics Action Officer in determining the necessity, scope of work, implementation, and coordination of external and contractual assistance to fully implement a metrics program supporting the National Military Strategic Plan for the War on Terror. I developed IT solutions for the metrics effort and conduct and report analysis on metrics data associated with the GWOT. I liaised with the OSD to integrate the J-5's War on Terror metrics efforts with the DoD's Balanced Scorecard program.

### Executive Core Qualifications

#### Leading Change

The Chairman of the Joint Chiefs of Staff was ready to implement his newly-crafted Strategic Plan, but lacked a method for ensuring his vision was “actionable” for middle management and the workforce. The Joint Staff Director—the Chairman’s “chief of staff”—also wanted a way to identify and track progress on the Chairman’s goals.

I briefed the Director on my approach to the challenge and he accepted my recommendation. I relied heavily on a task-force that I led, composed of Assistant Deputy Directors from across the Joint Staff, to unpack the Chairman’s goals into objectives and tasks. The task force would also be responsible for “marketing” the action plan to their leadership and the workforce. In parallel, I led a small team of information technologists to craft a web-based solution for gathering data on progress on goals, and communicate that progress to leadership via web browser.

Within a matter of weeks we’d crafted a prototype solution and rolled the action plan and a training program out to the 4000+ workforce. We accomplished this with zero budget, using off-the-shelf and open-source software requiring minimal additional programming. The Director had what he needed to staff the Chairman’s Strategic Plan at his regular meetings with senior Joint Staff leadership, and ensure the Chairman was satisfied with progress toward meeting his vision.

#### Leading People

The newly-formed Synergy Analysis Division—perhaps the Joint Warfare Analysis Center’s most technically ambitious effort to date—lacked the ability to compare results across lines of study. No forum existed to share practical experiences gained by the analysts during their studies. No commonly accepted method for launching and pursuing an analytic project existed, creating difficulties for uniformly training new analysts. Though the team members frequently met to envision ambitious long-term objectives, the absence of shared, repeatable analytic methods made aligning and transforming current performance to long-term objectives difficult.

I led the effort to address and solve each of these issues. I drafted a best-practices methodology; I focused on constraining methods to existing technology, experience, and resources to maximize productivity while minimizing the need for contract extensions/expansion, new hardware or software, or additional (and costly) training. I ensured frequent interactions with the management and workforce to prove the method and ensure understanding and “buy in”. This aspect was the most challenging as the workforce was a highly-educated and very independently-minded mixture of several cultural “generations”.

I provided the division chief with the published methodology within weeks. The effort created a bridge for evolving existing levels of competency into the ambitious analytic goals we set for

ourselves. It also provided a means for comparing the rate and character of our development with explicit standards. An associated result was the creation of the seeds that helped develop our Division's culture and ethos. Essential to our success, the method allowed us to efficiently, effectively and systematically integrate and train new hires in our rapidly-expanding organization.

#### Results Driven

The Chairman of the Joint Chiefs of Staff requires timely, integrated information to provide best military advice to the Secretary of Defense and the President, as well as represent the Combatant Commanders' agenda when they are not present. When I arrived in the organization the Joint Staff polled the Combatant Commands and the Services, along with various Combat Support Agencies, for information in an essentially ad hoc and unintegrated manner, through innumerable engagements, and throughout the year. I set out to fully centralize and coordinate these taskers for information.

I developed a method for very significantly improving the interaction with the Combatant Commands and Services with respect to information sharing. I exploited an existing contract to secure information technology expertise and developed relationships with the managers in our IT department to build a means for requesting, receiving and storing information. I exploited existing database and server technology in a manner and to an extent that was new to the organization. I also re-purposed an on-going cross-Joint Staff meeting--involving members from across the Joint Staff--in order to systematically identify information needs and re-organize the information collection approach.

Within six months we'd created an Information Technology (IT) solution, begun training the multiple scores of users from around the world using tele-conferencing solutions, and worked through the staffing of question (survey) development.

The resultant annual data call now serves the Chairman in responding to Congressionally-driven reports, as well as serves the Joint Staff Directors in meeting the information needs.

#### Business Acumen

President Obama announced in 2009 that our combat mission in Iraq would end in 2010. The Congress was eager to divert the anticipated peace dividend to serve a more domestic agenda. The Joint Staff J-8 Director ("DJ-8") and CENTCOM Staff needed to substantiate their belief, and convincingly communicate to Congress, that a drawdown in the United States Central Command area of operations would *not* result in a quick "peace dividend".

I led the effort to identify the proportions of the manpower changes in theater, and make a rough assessment of impacts on current operational costs. The first task was very difficult: the Human Resource Directorate experts informed me that a world-wide, unified Joint personnel accountability system was only in its infancy, with data not yet reliable. Instead, I developed an



approach that correlated military pay with "boots on ground". I identified the agency for consolidating military pay figures and developed a method for comparing their financial data with pay codes to identify non-assigned Joint forces in theater. Ultimately I teased out the timing and magnitude of forces departing the theater, applied rough per capita figures, and developed a gross estimate of changes in costs.

This manpower costing data, joined with costing data for re-locating troops and equipment, was enough to demonstrate that drawing down forces from a distant theater is a slow moving and very costly endeavor. The DJ-8 and CENTCOM staff now had the information needed to develop persuasive arguments that mitigated political expectations for a quick peace dividend.

#### Building Coalitions

The Secretary of Defense (SecDef) was seeking options to mitigate the potentially abrupt and extensive budget cuts resulting from "Sequestration". Developing these options required members of the DoD to voluntarily identify and investigate painful scenarios. The overall effort was called the Strategic Choices Management Review (SCMR).

I was charged to support the SCMR Headquarters Review effort, with results due back to the Deputy SecDef's representatives within a few days. I gathered a team of mid-level professionals (civilian GS-15s and military colonels) representing the Office of the Secretary of Defense (OSD), the Joint Staff, Services, and the Combatant Commands. I led the team in identifying and investigating options for reducing the costs associated with the headquarters elements of the Combatant Commands, located around the globe. This posed particular challenges for some members of the team as they would be acting contrary to the agendas and desires of their 4-star Commanders and Service Chiefs.

An important step in this process was creating an atmosphere that facilitated free thinking without sacrificing critical examination of proposals. I encouraged a low-risk environment to facilitate generating novel approaches for reducing costs. I frequently worked with small sub-groups in off-line forums to accelerate the consensus-building process, especially along lines of effort I thought most productive. These approaches resulted in a series of successful negotiations that enabled us to quickly develop a few core concepts from which we could craft full-blown options.

We returned our results to the main group in a timely manner with well-reasoned, workable, fiscally clear options that could be executed (albeit painfully) to reduce DoD expenditures.

